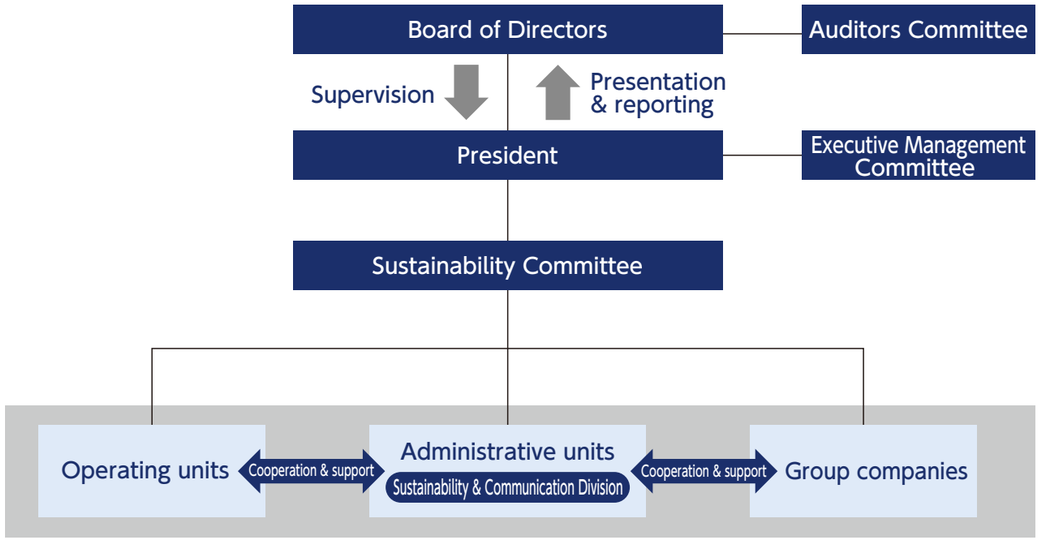
Promoting Sustainability Management

1 〉Policy

While the domestic market is topping out amid population decline, numerous social, economic, and commercial challenges are piling up as the global competitive environment becomes increasingly intense, latent financial problems threaten to materialize, and other pressing issues emerge in relation to climate change and technological evolution. To aid our customers in facing these challenges, the group aims to evolve into a multi-solution platform provider that transcends the boundaries of finance and can, as a partner in value co-creation, guide them to the correct answers. In line with our management philosophy, our group aims to create value that can be shared among stakeholders through our business activities while contributing to the realization of a sustainable society.

2 〉Sustainability Promotion Framework

The group has established a Sustainability Committee to discuss and report on sustainability on a company-wide basis. Specifically, the committee assembles data on sustainability (including ESG topics), formulates fundamental policies and goals for sustainability management, monitors plan implementation status, and discusses countermeasures.



Sustainability Committee

Co-chairs	Chief Sustainability Officer, Head of Human Resources & General Affairs Group
Committee members	Head of Human Resources and General Affairs Group, Head of Finance & Accounting Group, Head of Strategic Planning Group, Head of Risk Management Group, Head of IT Systems & Operations Group, Head of Legal & Compliance Group, Head of Credit Management Group, Head of Environmental Energy Business Headquarters, and other officers appointed by the president
Frequency	Quarterly (in principle)

3 〉Identifying material issues

It is ever more important that we act on environmental and social issues. In order to achieve both growth and a more sustainable society, our group has identified six material issues that we should prioritize based on the opportunities and risks they present to society and our group.

STEP 1 | Identify issues

From the UN's Sustainable Development Goals (SDGs) and industry-specific materiality maps from SASB Standards, we have compiled a list of approximately 300 items relating to the environment, society, and the economy that should be addressed both domestically and internationally, over the long term.

STEP 2 | Analysis

The social relevance of each issue and its importance to our group are scored using the knowledge of external experts. Issues that our group can help solve in the course of its business activities or explicitly aims to address are selected.

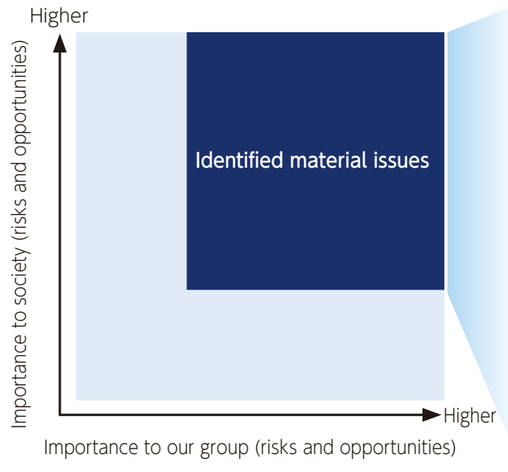
STEP 3 | Assessment

Through management interviews and employee surveys, we assessed the importance of each opportunity and risk from the perspective of society and our group' s business. We ranked each issue according to its relative priority, eventually narrowing the field to six themes.

STEP 4 | Formalize topics

After deep discussion of the group's priorities in terms of the six themes, the Board of Directors ruled on the materiality of the issues following consultation and deliberation by management.

Visualizing the materiality assessment process



Theme	Material theme
Renewable Energy	Contributing to a decarbonized society
Medical treatment, nursing care, and healthcare	Contributing to a healthy and prosperous lifestyle
Cities, infrastructure, and mobility	Contributing to the creation of social infrastructure that supports our lifestyle
Circular economy	Leading toward a circular economy
Technology	Creating new value through technology
Human resources, education, and governance	Creating a society and workplace where everyone can thrive